
SINCE STRANGLING STILL ISN'T AN OPTION: Managing Difficult People and the Conflict They Create



with
Sandra Crowe

May 14, 1–3 pm ET

LEADERSHIP SERIES

Welcome!

Welcome to the Federal Training Network's presentation of *Since Strangling Still Isn't An Option: Managing Difficult People*, with Sandra Crowe.

You probably deal with difficult people every day. They include the complainers; people who are irate, unreasonable, or hostile; and those who are passive-aggressive and are likely to give you too much or too little information to do your job well.

In this seminar, Sandra Crowe uses lessons from her book *Since Strangling Isn't an Option: Dealing with Difficult People—Common Problems and Uncommon Solutions* and her audiotope *Snakes, Apes & Bees: A Guide to Getting Along with Difficult People* to show you how to defuse the negative aspects of another's behavior. She'll teach you how to use power and strength to gain self-confidence and ease your way through any difficult situation.

Program Outline

Welcome by our moderator, Suzanne Bates

Presentation:

- Understanding Difficult Behavior
 - Objectives
 - Definitions
 - Origins of Difficult Behavior
 - How We Deal with Anger
- Principles of Conflict
 - Giving Up Control Is Getting It
 - Mood Determines Relationship
 - Silence Speaks Louder
 - Be Solution-Oriented

Question and answer session (10 minutes)

Intermission (10 minutes)

Presentation:

- Diffusing Verbal Attacks: The Whole Brain Approach
- Case Studies

Question and answer session (10 minutes)

Wrap-up

What You Will Learn

By attending this seminar, you will learn to:

- ✓ Understand the nature of difficult people and conflict.
- ✓ Diffuse verbal attacks.
- ✓ Become stronger in the face of conflict.
- ✓ Have more options in dealing with conflict and the difficult people that often create it.

How to Get the Most from the Seminar

Before the seminar...

- Think about your difficult people problems. Which ones would you like to resolve? How are you part of the problem?

During the seminar...

- Participate! Contribute to the discussion. If you are participating in the live presentation of this program, call in or fax your comment or question.
- If you are taking part in an encore presentation of this program, share your question or comment with the seminar coordinator and your colleagues.
- Take notes. Jot down ideas on how you can apply today's information to your own workplace.

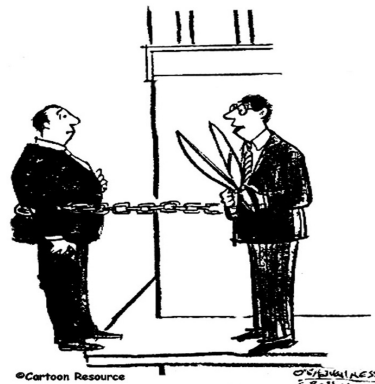
After the seminar...

- Take what you've learned back to your organization.
- Check out Sandra's book and audiotope at www.pivpoint.com.
- E-mail Sandra at pivpoint@cyberrealm.net.
- Do some more reading on the subject. Try the following books recommended by Sandra:
 - *Coping with Difficult People*, Robert Bramson, Simon & Shuster, 1986
 - *Toxic People*, Lillian Glass, Simon & Shuster, 1995
 - *Dealing with People You Can't Stand*, Brinkman & Kirschner, McGraw Hill, 1994
 - *Your Boss Is Not Your Mother*, Brian DesRoches, Avon, 1996
 - *How to Argue and Win Every Time*, Gerry Spence, SMP General & Picador, 1995
 - *The Magic of Conflict*, Tom Crum, Simon & Schuster, 1987

Presentation

OBJECTIVES

- Reframe conflict as an opportunity for learning
- Understand the emotional component of conflict
- Create practical solutions for dealing with conflict



"This is the best solution I know
to resolving our personality conflicts."

AGENDA

- Introductions
- What is conflict? Real Life
- Understanding your/others' patterns
- Principles of conflict and their associated actions
- 6-step whole-brain approach
- Exercises/Skill building

DEFINITION OF CONFLICT

A prolonged battle; a struggle; clash

Interpretation: Conflict is negative

ORIGINS OF CONFLICT

- *Personality Based*: There's something about you that brings up something in me that I don't like/want to deal with. It's usually a control threat. The relationship is not intact.
- *Issue Based*: We disagree on how an issue should be addressed, but the relationship is intact (emotional bank account is full).
- *Combination of the two*: Recipe for disaster.

CONFLICT STYLES

- Avoid/Accommodate ("It's bad. Maybe it will go away.")
- Dive In ("C'mon. Love a good fight.")
- Dance ("What is this showing me about me? How can I use this as an opportunity?")

PATTERNS OF CONFLICT

- Pick a conflict (you were involved in) that was resolved and explain how it was brought to resolution.
- Pick a conflict that didn't get resolved and explain why.
- What did you learn from these scenarios? Where are you proficient? A learner?

CONFLICT CREATORS: DIFFICULT PEOPLE

Someone who impedes action

ORIGINS OF DIFFICULTNESS

Studies at the University of Tennessee found that anger derives from two origins:

- Inability to take action (powerlessness and frustration)
- Presence of an "ism" (unfairness or betrayal by the system)

ANGER

A Women's Anger Research Project discovered two ways we deal:

- Suppression (directed internally/dangerous)
- Expression (directed outwardly/dangerous)

How did you/other express yourselves (inwardly/outwardly) in conflict

SO THE QUESTION BECOMES—

How do we deal with the often irrational emotions produced by conflict while operating within a structure to facilitate it?

PRINCIPLES OF CONFLICT

Principle 1. Giving Up Control Is Getting It

Action Step: Let Go

Question: What do you need to let go of?

(e.g., assessments of others, having to be right, the need for control, emotions)

Principle 2. Mood Determines Relationship

Action Step: Assess your mood

Question: What mood shifters can you access?

- Change your thinking
- Change your body
- Touch your belly button
- Shake it off
- Go find someone you like

Principle 3. Silence Speaks Louder

Action: Pause and breathe

Question: What happens when you pause and breathe?

Principle 4. Be Solution-Oriented

Action: Ask “what can we do about this?”

Question: How can you walk in the other person’s shoes while you do this?

6-STEP WHOLE BRAIN APPROACH

1. Neutralize (Body and Mind)
2. Identify the conflict (separate fact from interpretation)
3. Listen and acknowledge feelings
4. Move them from right to left
5. Propose solutions
6. Act

OBSERVING WITHOUT EVALUATING

“The philosopher J. Krishnamurti once remarked that observing without evaluating is the highest form of human intelligence.”

Nonviolent Communication

TOP ORGANIZATIONAL CONFLICTS

- Identify up to five organizational conflicts
- Pick one that hasn’t been openly dealt with
- Use the six steps as a way to identify, define, and propose solutions to the conflict

About Your Presenters



Since 1986 Sandra Crowe has presented innovative programs to federal agencies, corporations, and associations. She creates awareness of ineffective behaviors and provides methods and action steps to offset them while redirecting behavior toward more uplifting interactions between people.

Her clients include Sony Corporation, Southland Corporation, Citicorp, The Discovery Channel, The Executive Office of the President, Sears, The National Association of Plumbers & Heating Contractors, the National Association of Female Executives, the National Speakers Association, Labor Union Life Insurance, FBI, NASA, and the Departments of the Army and Navy.

Sandra founded Powerlunch, a communications and networking specialty company recognized in *The Washington Post* and *The New York Times*. Sandra hosted her own weekly television show, *Stress Busters*, in Washington, D.C., and has been on *CBS Morning News* and *To Tell the Truth*. She has also been featured in the *Los Angeles Times* and in the book *Chicken Soup for the Soul at Work*.

Sandra holds a B.A. with honors in International Studies from the University of North Carolina, and an M.A. in Applied Psychology from the University of Santa Monica. She was certified as an MBTI (Myers Briggs Type Indicator) practitioner and ontological coach by The Newfield Group. She is a guest instructor at Montgomery College and a member of the National Capital Speakers' Association.

Question Sheet

Use this form to write your question or for discussion among your colleagues. Please write clearly.

Your name (optional): _____

Your organization: _____

Your location (city, state, country):

Your question (25 words or less):

E-mail: FTN@VideolinkTV.com

Attendee Evaluation Form

Name (please print): _____

Title: _____ Organization: _____

Address: _____

- | | Excellent | Good | Fair | Poor |
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| 1. Rating that best reflects my overall evaluation to this videoconference: | _____ | _____ | _____ | _____ |
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| | Strongly agree | No opinion | Disagree | Strongly disagree |
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Thank you.

